

MEMORANDUM FOR: Chief, Medical Staff  
THROUGH : Deputy Director (Support)  
SUBJECT : Failure of the Medical Staff to Fulfill Certain Responsibilities

1. A number of individual grievance cases have arisen because of poor personnel administration in operating components coupled with failure of the Medical Staff to fulfill certain responsibilities. These cases

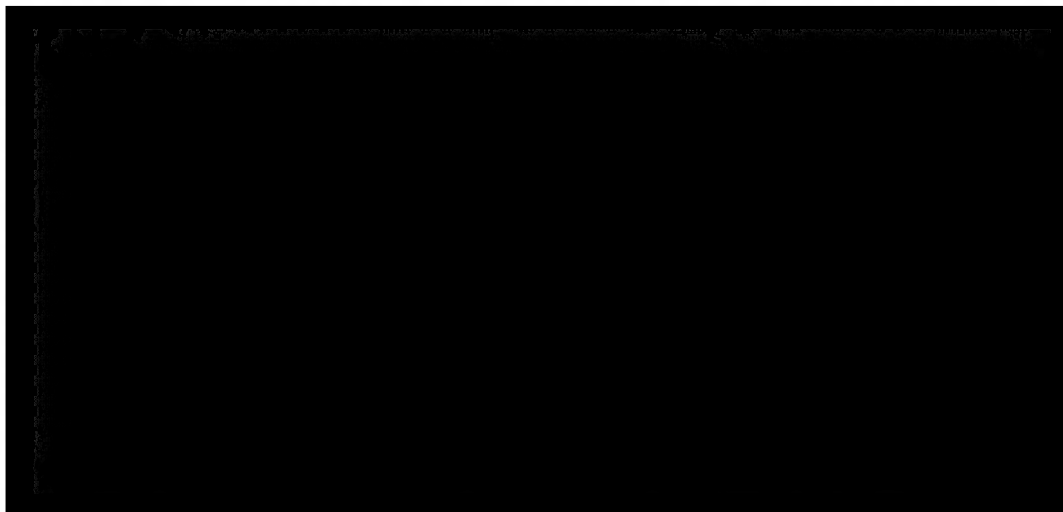
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\_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_.

2. Because of these cases, it has been necessary to examine the position of the Chief, Medical Staff on the release of medical information. The Medical Staff has plead<sup>ed</sup> the doctor/patient relationship as the reason for not releasing individual medical files or detailed medical diagnosis outside of the Medical Staff. The Inspector General's survey stated that it was "beyond the scope of this report to evaluate the reasons underlying the professional ethics of the Chief, Medical Staff, in refusing to release medical information per se.." and recommended that his position "be approved, with the provision that he release to competent authority (Deputy Directors or higher) sufficient information in the form of sanitized summaries, either written or oral, to support administrative or executive action by the Agency without undue embarrassment or repercussion."

3. It must be recognized that the Medical Staff is not a group of private practitioners who are retained or paid by their patients. The Medical Staff works for the Agency. It exists for the purpose of providing support for the operating components. The responsibility of the Medical Staff is first to the Agency and only secondarily to the individual employee. On 6 September 1955 the General Counsel concluded that:



4. Supervisors need and are entitled to comprehensive expert opinion on all aspects of the mental and physical health of their subordinates which bears on proper supervision and utilization of the employee. At the same time, employees have a right to expect that their superiors are aware of medical factors which may affect their performance. The required medical opinion should cover particularly the possible temporary effects of the illness or treatment on an employee's attitude and capabilities ~~and the medical program for the recovery of the patient.~~ ~~confidentiality, and the medical program for the recovery of the patient.~~ If this information is provided to supervisors there should be no need for the operating offices to complain to the Inspector General that they are unable to obtain satisfactory answers to their medical questions.

5. It is recommended that where the attitude or capabilities of an employee may be temporarily affected by his illness, convalescence or treatment the Medical Staff should discuss the case in sufficient detail with the employee's supervisor to permit the latter to take in<sup>to</sup> account the limitations and requirements of the medical factors in supervising his employee. This discussion should take place even though the employee may be under the jurisdiction of a Public Health Service hospital as an out-patient or under the care of a private physician.

6. In some instances, the Medical Staff has failed to follow up the progress of employee-patients on limited duty status and also has failed to follow up the action taken by operating components in response to the findings of the Medical Staff.

7. It is recommended that the Medical Staff conduct sufficiently frequent discussions with both employee-patients and their supervisors to determine the patients' progress and whether or not medical recommendations are being acted upon by the operating component.

8. It has been observed that some professional members of the Medical Staff have exhibited an immature, impersonal and bureaucratic attitude toward employee-patients. In these instances, these members are serving merely as technicians and not as doctors in the real sense of the term as first expressed by Hippocrates when he wrote "some patients, though conscious that their condition is perilous, recover their health simply through their contentment with the goodness of their physician." The application of this principle through common-sense-psychology will solve many administrative-medico problems before they require a professional psychiatrist or reach the Inspector General.

9. It is recommended that the Medical Staff demonstrate sympathetic understanding and interest in employee-patients and indicate a willingness to assist in their speedy and complete recovery through close and continuing liaison with the employee's supervisor and the private physician or Public Health Service facility actually treating the patient.

LYMAN B. KIRKPATRICK

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(SENDER WILL CIRCULATE INFORMATION TOP AND BOTTOM)

**CENTRAL INTELLIGENCE AGENCY  
OFFICIAL ROUTING SLIP**

TO		INITIALS	DATE
1	MR. KIRKPATRICK	<i>[Signature]</i>	<i>[Date]</i>
2	File - Medical Office	<i>[Signature]</i>	
3			
4			
5			

25X1A

FROM		INITIALS	DATE
1	MR. <span style="background-color: black; color: black;">[REDACTED]</span>	<i>03</i>	<i>1/11/55</i>
2			
3			

☐ APPROVAL

☐ INFORMATION

☐ SIGNATURE

☐ ACTION

☐ DIRECT REPLY

☐ RETURN

☐ COMMENT

☐ PREPARATION OF REPLY

☐ DISPATCH

☐ CONCURRENCE

☐ RECOMMENDATION

☐ FILE

**Remarks:** *I have reviewed the cases mentioned by Jack very carefully. While I agree with Jack that the Medical Staff has "goofed" in some instances, I do not believe they are entirely culpable in all cases. I am inclined rather to condemn Divisions and Staffs who have not*

on behalf of their employees or who  
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even query medical staff on  
the "Legal / medical" aspects of  
the cases.

I would appreciate  
having assigned to me the  
next case involving medical  
aspects so I may explore  
1st hand - Tietze's attitudes  
in this respect.

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<small>(RENDER IN FULL CIRCLE) (CAUTION TOP AND BOTTOM)</small>					
<b>CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP</b>					
TO		INITIALS	DATE		
1	The Inspector General	<i>For</i>	22/10		
2	MR. [REDACTED]	<i>LPO</i>	28/10		
3	Miss [REDACTED]	<i>Miss</i>	26/11		
4					
5					
FROM	25X1A	INITIALS	DATE		
1	[REDACTED]				
2					
3					
<div style="display: flex; justify-content: space-between;"> <div> <input type="checkbox"/> APPROVAL  <input type="checkbox"/> ACTION  <input type="checkbox"/> COMMENT  <input type="checkbox"/> CONCURRENCE                 </div> <div> <input type="checkbox"/> INFORMATION  <input type="checkbox"/> DIRECT REPLY  <input type="checkbox"/> PREPARATION OF REPLY  <input type="checkbox"/> RECOMMENDATION                 </div> <div> <input type="checkbox"/> SIGNATURE  <input type="checkbox"/> RETURN  <input type="checkbox"/> DISPATCH  <input type="checkbox"/> FILE                 </div> </div> <p>Remarks: <i>I would like to discuss this with you on Friday.</i></p> <p><i>NOT TO GO. TO 2 FOR INFO.</i></p> <p><i>Ref - May I review the</i></p>					